

## Clarke-Okah, Nana

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**From:** Badour, Dan  
**Sent:** August 30, 2019 07:24 AM  
**To:** Newby, Joshua  
**Cc:** Prosia, Michael  
**Subject:** Flagpole Data (NF and FE)

Can you provide me with whatever data we have available on the flagpole stats for the past three days in NF and FE?

**Please call me at 5199674010 when time permits.**

### Dan Badour

Interim Executive Director / Southern Ontario Region  
Canada Border Services Agency / Government of Canada  
[Dan.Badour@cbsa-asfc.gc.ca](mailto:Dan.Badour@cbsa-asfc.gc.ca) / Phone: 519-967-4010 /

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Directeur exécutif par intérim / Région du Sud de l'Ontario  
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/ ATS: 866-335-3237

## Clarke-Okah, Nana

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**From:** Badour, Dan  
**Sent:** October 3, 2019 11:49 AM  
**To:** Newby, Joshua  
**Cc:** Prosia, Michael  
**Subject:** Flagpoling  
**Attachments:** Prelim Draft\_IRCC CBSA Joint Senior Management Deck\_Flagpoling Sept 2019.pptx

Please call me at 5199674010 when time permits. I have a call at 14:00 with a number of HQ DGs in preparation for a meeting with IRCC tomorrow.

### Dan Badour

Interim Executive Director / Southern Ontario Region  
Canada Border Services Agency / Government of Canada  
[Dan.Badour@cbsa-asfc.gc.ca](mailto:Dan.Badour@cbsa-asfc.gc.ca) / Phone: 519-967-4010 /

/ TTY: 866-335-3237

Directeur exécutif par intérim / Région du Sud de l'Ontario  
Agence des services frontaliers du Canada / Gouvernement du Canada  
[Dan.Badour@cbsa-asfc.gc.ca](mailto:Dan.Badour@cbsa-asfc.gc.ca) / Tél.: 519-967-4010 /

/ ATS: 866-335-3237

# Flagpoling

## Joint CBSA-IRCC Presentation (Draft)

October 2019



Immigration, Refugees  
and Citizenship Canada

Immigration, Réfugiés  
et Citoyenneté Canada

Canada

## **Purpose and Overview**

**An integrated IRCC-CBSA presentation to advance understanding and potential action on the issue of flagpoling, considering three elements:**

- 1. The issue, its origins and its drivers**
- 2. Key areas where it arises and its impacts**
- 3. Actions that could be pursued to address the issue**

## What is flagpoling?

- **Flagpoling is the practice whereby a foreign national in Canada travels to a land border to exit and immediately reenter the country solely for the purpose of accessing immigration services.**

## What are its origins?

- Historically, our **permanent resident** immigration model operated on a vision of people immigrating to Canada from overseas. The ability to flagpole was a release valve for the previously-small numbers of persons immigrating from within Canada who, until 2008, were not able to land from within Canada.
- For **temporary residents**, flagpoling provides flexibility to apply for a work permit at the border, rather than travelling to a third country, when individuals are not able to apply for a work permit from within Canada or when in-Canada service channels are not sufficiently quick.

Flagpoling is not a new issue; port of entry applications have been permitted under immigration legislation since at least the *Immigration Act, 1976*.

## Legal basis of port of entry applications

- **Temporary Residents:** the *Immigration and Refugee Protection Regulations* provide that, with few exceptions, a foreign national may apply for a work permit when entering Canada if they are visa exempt.
  - The list of visa exemptions in the *Regulations* includes those who are seeking re-entry to Canada solely after a visit to the United States or St. Pierre and Miquelon (“contiguous territories”), if they are returning before the expiry of their previous status in Canada. This means that almost all foreign nationals with temporary resident status in Canada may apply at the border for a work permit, regardless of their country of nationality.
  - In contrast, only American citizens and permanent residents, as well as residents from Greenland and St. Pierre and Miquelon, can apply for a study permit at the border.
- **Permanent Residents:** To be “landed” or admitted to Canada as a permanent resident, the *Regulations* require clients to be examined by an officer.
  - Historically, the *Regulations* required that nearly all landings occur at a port of entry; this provision was changed in 2008 to allow for in-Canada landings.

## Why is flagpoling an issue now?

- Flagpoling is viewed as an alternative to seeking immigration services from within Canada, rather than an exception.
  - Stakeholders, particularly educational institutions, lawyers, and immigration consultants promote flagpoling as an expeditious form of service instead of waiting for in-Canada service channels.
- Rising volumes in all lines of immigration business, not just those who are flagpoling, has increased pressures on Canada Border Services Agency officers at the border.
  - Physical space at the border has remained static, resulting in challenges relating to parking and physical safety at the border.

While increasing immigration volumes are straining all modes of service delivery and service standards, the effect on the border is particularly acute given reality that port of entry service is faster than in-Canada methods.

## Why do clients flagpole?

### 1) Convenience

- Clients want quick, same-day service.
- Some clients may live closer to the border than they do an in-Canada office.

### 2) Certainty

- Immediate decision on whether application is complete and approved, with the ability to respond in person to any questions of the processing officer.
- Physical immigration documents issued on the spot to support applications for jobs, health coverage, social insurance number, etc.

### 3) No other option

- Some foreign nationals are barred from applying for certain documents from within Canada, making the border the only option.

Client and employer expectations about speed of service and delivery of key status documents are a primary driver of flagpoling activities.



## Key flagpoling clients

### 1. Temporary residents seeking an initial work permit:

- International students seeking a post-graduate work permit (largest group)
- Visa-required foreign nationals seeking to work after arriving as a tourist
- Business visitors seeking to transition from work-permit exempt status to being a work permit holder

### Why do they flagpole?

- Inland work permit processing time (new permit) is 8 weeks.
- International students want to move seamlessly between study and work, or to continue to work as they have throughout their studies. The certainty of a work permit proves to their employer their authorization to work, while also acting as a document to prove status for benefits like health care, or to rent an apartment.
- Tourists and business visitors are not eligible to apply from within Canada.

### Mitigation measures already in place?

- Work permit exemption: International students who have applied for a post-graduate work permit are able to work in Canada without a work permit until a decision is made on their application, but it is not clear if this benefit is well understood or utilized.

## Key flagpoling clients

Areas of  
Impact

### 2. Temporary residents seeking to amend an existing work permit

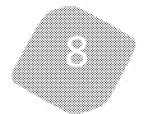
- Foreign workers changing employers (e.g.: camp counsellors) or occupations (e.g.: from industrial to retail butcher)
- Foreign workers seeking to extend the duration of their work permit (e.g.: from one year to two years, based on a contract extension).

### Why do they flagpole?

- Inland work permit processing time (extension) is 106 days.
- For individuals already working in Canada seeking to change the conditions of their work, the alternative to flagpoling is not working at all (giving up income) or working illegally while they await a decision.

### Mitigation measures already in place?

- Implied Status: Foreign nationals who apply to amend their work permit before the expiry of their permit may continue to work while awaiting a final decision, but only if they remain inside Canada and are not changing employers or jobs (i.e.: really only applies to individuals seeking to extend their permit for their current employer in the same occupation).



## Key flagpoling clients

### 3. Temporary residents seeking to “land” as permanent residents

- Foreign nationals already in Canada whose application for permanent residence is approved and require an interview to finalize their landing.
- This has been a growing movement, as a large percentage of new permanent residents previously held work or study permits and are transitioning from within Canada.

### Why do they flagpole?

- Current wait times for an in-Canada landing appointment are 4-6 weeks. This wait time may not be convenient for clients, or it may conflict with personal plans such as work or leisure travel.
- There are also customs implications that can affect a client's determination of their desired landing process.

### Mitigation measures already in place?

- In-Canada landings: Clients already in Canada have a choice of landing at an in-Canada IRCC office or at a port of entry. To increase attractiveness of in-Canada landings, IRCC has extended office hours and offered walk-in appointments.

## How can flagpoling pressures be reduced?

Actions  
to address

- Options to address flagpoling can be organized

## Summary

- There are good reasons to address the issue of flagpoling:
  - The practice can appear incongruous, in that it allows some clients to obtain faster service and greater certainty compared with other service channels.
  - Flagpoling, while not a new issue, is an increasing pressure on ports of entry given rising processing volumes in all immigration business lines.
  - Mitigating flagpoling volumes would allow CBSA to redirect border service officers to other valuable work.

## Clarke-Okah, Nana

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**From:** Badour, Dan  
**Sent:** August 30, 2019 09:14 AM  
**To:** Prosia, Michael  
**Subject:** Flahpole Stats

I forgot my FMOC is at 10:30

### **Dan Badour**

Interim Executive Director / Southern Ontario Region  
Canada Border Services Agency / Government of Canada  
[Dan.Badour@cbsa-asfc.gc.ca](mailto:Dan.Badour@cbsa-asfc.gc.ca) / Phone: 519-967-4010 /

/ TTY: 866-335-3237

Directeur exécutif par intérim / Région du Sud de l'Ontario  
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[Dan.Badour@cbsa-asfc.gc.ca](mailto:Dan.Badour@cbsa-asfc.gc.ca) / Tél.: 519-967-4010 /

' ATS: 866-335-3237

## Clarke-Okah, Nana

---

**From:** Badour, Dan  
**Sent:** July 18, 2019 02:06 PM  
**To:** Daigle, Jason  
**Subject:** FW: Flagpole Brief Paper  
**Attachments:** Flagpole presentation July 17 draft.pptx

Can you print this too

### Dan Badour

Interim Executive Director / Southern Ontario Region  
Canada Border Services Agency / Government of Canada  
[Dan.Badour@cbsa-asfc.gc.ca](mailto:Dan.Badour@cbsa-asfc.gc.ca) / Phone: 519-967-4010 /

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Directeur exécutif par intérim / Région du Sud de l'Ontario  
Agence des services frontaliers du Canada / Gouvernement du Canada  
[Dan.Badour@cbsa-asfc.gc.ca](mailto:Dan.Badour@cbsa-asfc.gc.ca) / Tél.: 519-967-4010 /

/ ATS: 866-335-3237

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**From:** Crosbie, Dale <[Dale.Crosbie@cbsa-asfc.gc.ca](mailto:Dale.Crosbie@cbsa-asfc.gc.ca)>  
**Sent:** July 18, 2019 1:46 PM  
**To:** Badour, Dan <[Dan.Badour@cbsa-asfc.gc.ca](mailto:Dan.Badour@cbsa-asfc.gc.ca)>  
**Subject:** FW: Flagpole Brief Paper

Additional information.

---

**From:** Masurat, Lisa <[Lisa.Masurat@cbsa-asfc.gc.ca](mailto:Lisa.Masurat@cbsa-asfc.gc.ca)>  
**Sent:** July 18, 2019 1:44 PM  
**To:** Crosbie, Dale <[Dale.Crosbie@cbsa-asfc.gc.ca](mailto:Dale.Crosbie@cbsa-asfc.gc.ca)>  
**Subject:** FW: Flagpole Brief Paper

Hi Dale,

As discussed, the response I provided to Christine this morning and the flagpole speaking note power point document was updated this week and provided as well.

Thank you,

Lisa

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**From:** Masurat, Lisa  
**Sent:** July 18, 2019 8:34 AM  
**To:** Durocher, Christine <[Christine.Durocher@cbsa-asfc.gc.ca](mailto:Christine.Durocher@cbsa-asfc.gc.ca)>; Taylor, Carrie <[Carrie.Taylor@cbsa-asfc.gc.ca](mailto:Carrie.Taylor@cbsa-asfc.gc.ca)>  
**Cc:** Newby, Joshua <[Joshua.Newby@cbsa-asfc.gc.ca](mailto:Joshua.Newby@cbsa-asfc.gc.ca)>  
**Subject:** RE: Flagpole Brief Paper

Good morning Christine,

The chart with the specific section of the IRPR that you may be referring to is R198, R200(1) and R216(1):

s

t

Thank you,  
Lisa

---

**From:** Durocher, Christine <[Christine.Durocher@cbsa-asfc.gc.ca](mailto:Christine.Durocher@cbsa-asfc.gc.ca)>

**Sent:** July 18, 2019 8:03 AM

**To:** Masurat, Lisa <[Lisa.Masurat@cbsa-asfc.gc.ca](mailto:Lisa.Masurat@cbsa-asfc.gc.ca)>; Taylor, Carrie <[Carrie.Taylor@cbsa-asfc.gc.ca](mailto:Carrie.Taylor@cbsa-asfc.gc.ca)>

**Cc:** Newby, Joshua <[Joshua.Newby@cbsa-asfc.gc.ca](mailto:Joshua.Newby@cbsa-asfc.gc.ca)>

**Subject:** RE: Flagpole Brief Paper

Thanks Lisa...one question, what is the actual regulation which needs to be changed.



Are you able to cut and paste it from you chart in the other report into an email?

Christine

---

**From:** Masurat, Lisa <[Lisa.Masurat@cbsa-asfc.gc.ca](mailto:Lisa.Masurat@cbsa-asfc.gc.ca)>  
**Sent:** July 15, 2019 1:06 PM  
**To:** Durocher, Christine <[Christine.Durocher@cbsa-asfc.gc.ca](mailto:Christine.Durocher@cbsa-asfc.gc.ca)>; Taylor, Carrie <[Carrie.Taylor@cbsa-asfc.gc.ca](mailto:Carrie.Taylor@cbsa-asfc.gc.ca)>  
**Cc:** Newby, Joshua <[Joshua.Newby@cbsa-asfc.gc.ca](mailto:Joshua.Newby@cbsa-asfc.gc.ca)>  
**Subject:** FW: Flagpole Brief Paper

Good afternoon,

Please find the updated flagpole speaking points document.

Thank you,  
Lisa

---

**From:** Newby, Joshua <[Joshua.Newby@cbsa-asfc.gc.ca](mailto:Joshua.Newby@cbsa-asfc.gc.ca)>  
**Sent:** July 15, 2019 1:03 PM  
**To:** Masurat, Lisa <[Lisa.Masurat@cbsa-asfc.gc.ca](mailto:Lisa.Masurat@cbsa-asfc.gc.ca)>  
**Subject:** Fwd: Flagpole Brief Paper

Thanks Lisa,

Please send the updated version to Carrie and Christine.

Josh

Sent from my Bell Samsung device over Canada's largest network.

----- Original message -----

From: "Masurat, Lisa" <[Lisa.Masurat@cbsa-asfc.gc.ca](mailto:Lisa.Masurat@cbsa-asfc.gc.ca)>  
Date: 2019-07-15 12:55 PM (GMT-05:00)  
To: "Newby, Joshua" <[Joshua.Newby@cbsa-asfc.gc.ca](mailto:Joshua.Newby@cbsa-asfc.gc.ca)>  
Subject: FW: Flagpole Brief Paper

Hi Josh,

Thank you for reviewing the speaking point document. I amended the points on page 13 regarding the US CBP stakeholder challenges. The flow of the document is currently one slide for each section. I can add some more information into the note section if you think that may help Christine. I can also add another slide if you think some additional points could be pulled out of the *CBSA Briefing Paper*.

Page 13:

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- 
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1

Thank you,  
Lisa

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**From:** Newby, Joshua <[Joshua.Newby@cbsa-asfc.gc.ca](mailto:Joshua.Newby@cbsa-asfc.gc.ca)>  
**Sent:** July 15, 2019 12:19 PM  
**To:** Murphy, Stephanie <[Stephanie.Murphy@cbsa-asfc.gc.ca](mailto:Stephanie.Murphy@cbsa-asfc.gc.ca)>; Masurat, Lisa <[Lisa.Masurat@cbsa-asfc.gc.ca](mailto:Lisa.Masurat@cbsa-asfc.gc.ca)>  
**Subject:** Fwd: Flagpole Brief Paper

Hi Stephanie,

I already forwarded this info to Lisa as she's the lead on the Flagpole deck / speaking points.

Thanks

Sent from my Bell Samsung device over Canada's largest network.

----- Original message -----

**From:** "Durocher, Christine" <[Christine.Durocher@cbsa-asfc.gc.ca](mailto:Christine.Durocher@cbsa-asfc.gc.ca)>  
**Date:** 2019-07-15 12:01 PM (GMT-05:00)  
**To:** "Murphy, Stephanie" <[Stephanie.Murphy@cbsa-asfc.gc.ca](mailto:Stephanie.Murphy@cbsa-asfc.gc.ca)>  
**Cc:** "Newby, Joshua" <[Joshua.Newby@cbsa-asfc.gc.ca](mailto:Joshua.Newby@cbsa-asfc.gc.ca)>, "Taylor, Carrie" <[Carrie.Taylor@cbsa-asfc.gc.ca](mailto:Carrie.Taylor@cbsa-asfc.gc.ca)>  
**Subject:** Fwd: Flagpole Brief Paper

Hi Stephanie,

In Josh's absence, please ensure some of the important points within the document being worked on.

Thanks,

Christine

Sent from my iPhone

Begin forwarded message:

**From:**  
**To:** "Durocher, Christine" <[Christine.Durocher@cbsa-asfc.gc.ca](mailto:Christine.Durocher@cbsa-asfc.gc.ca)>  
**Subject:** FW: Flagpole Brief Paper

Hi Christine,

As discussed, attached you will find some information relative to our processing of flagpoles and some pictures/video to illustrate some of the impact. I hope this can be helpful for your meeting next week.

Feel free to reach out if you have any questions or if you have issues opening the files. I'll be sending a second email with additional attachments.

Safe travels and have a wonderful weekend!



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada



# Flagpoling Briefing

July 17, 2019

Ottawa, Ontario

CBSA Southern Ontario

A/ Regional Director General, Christine Durocher

PROTECTION SERVICE INTEGRITY  
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ÉGRITÉ PROTECTION SERVICE  
INTEGRITY PROTECTION SERVI  
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PROTECTION • SERVICE • INTEGRITY

Canada



## Introduction

- The Government of Canada (GoC) has committed to enhancing Canada's prosperity through immigration, supporting various initiatives to attract temporary and permanent residents to Canada.
- Immigration, Refugees and Citizenship Canada (IRCC) and the Canada Border Services Agency (CBSA) share in the responsibility of advancing this mandate by completing and confirming applications for facilitation permits at inland offices and at ports of entry (POEs) across Canada.
- IRCC legislation allows applicants to choose from which department they prefer to receive service between IRCC and CBSA, based on preference.

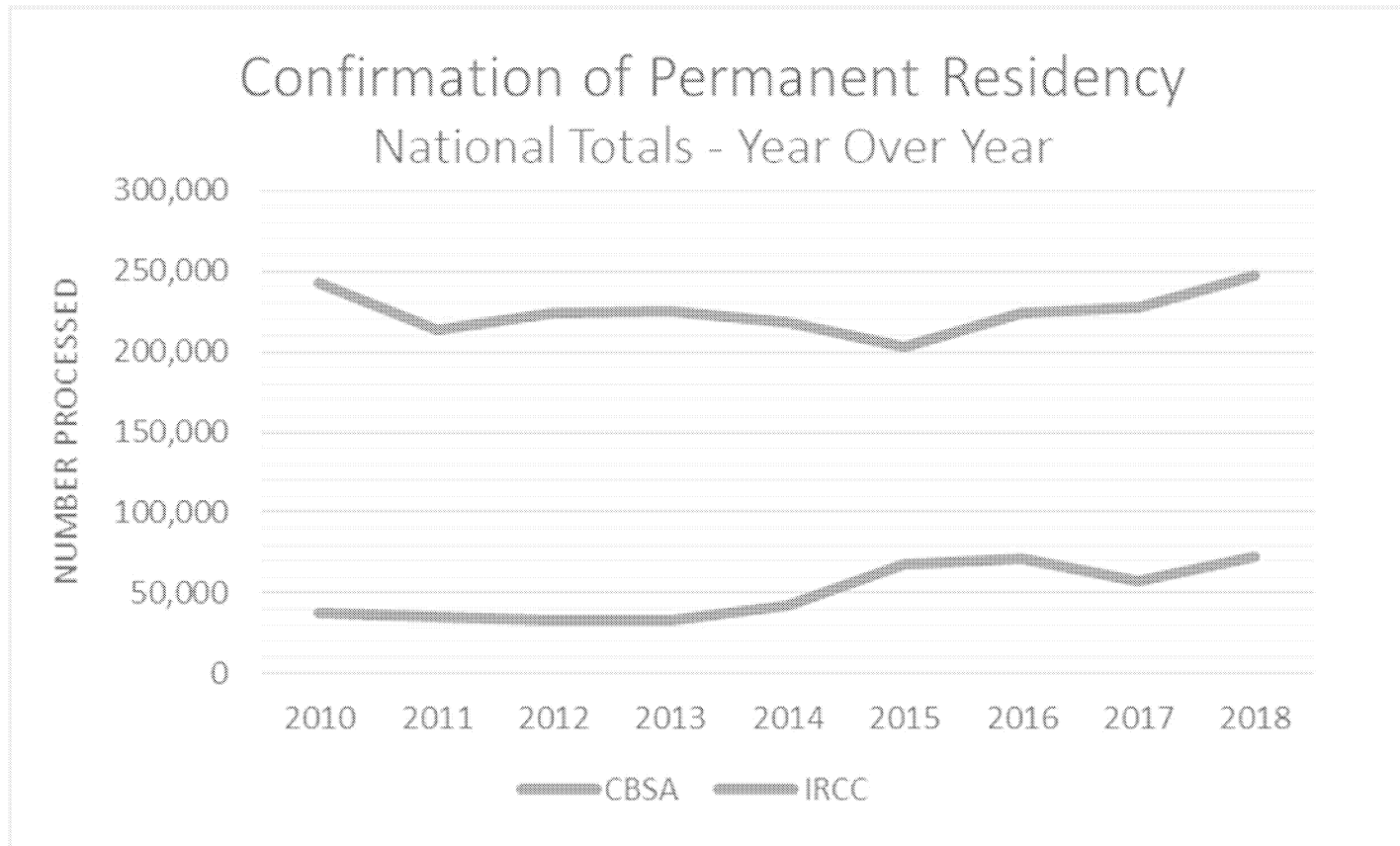


## Background - IRCC/CBSA Workload

- Both IRCC and CBSA have seen an increase in facilitation documents from 2015 to 2018. IRCC facilitation documents increase by 39% and CBSAs national increase was 47%.
- An annual analysis from 2010-2018 identified that approximately 23% of all COPR clients that presented themselves at a CBSA POE for service, were already residing in Canada at the time of application.
- In these scenarios, it would be expected that IRCC be responsible for completion of in Canada applicants.



# COPRs- National





# CBSA – Regional Facilitation Documents YOY

COPR	2010	2011	2012	2013	2014	2015	2016	2017	2018	Inc/Dec	% Variance (2015 vs 2018)
GTA	100,942	87,281	89,626	91,480	79,903	80,866	93,246	90,559	112,070	31,204	38.59%
Pacific	61,921	53,939	55,341	52,754	49,815	45,049	46,116	49,670	50,843	5,794	12.86%
Quebec	43,224	39,635	42,408	41,102	41,432	35,077	44,841	42,821	39,705	4,628	13.19%
Prairie	20,247	17,983	21,128	23,459	26,477	26,318	23,164	22,236	23,988	-2,330	-8.85%
SOR	11,330	10,177	11,224	11,797	16,249	11,987	12,790	16,843	13,723	1,736	14.48%
Atlantic	1,872	1,674	1,832	2,117	1,909	1,837	2,429	3,178	3,809	1,972	107.35%
NOR	2,863	2,299	2,877	2,682	2,512	2,039	1,793	3,457	4,018	1,979	97.06%
Total	242,399	212,988	224,436	225,391	218,297	203,173	224,379	228,764	248,156	44,983	22.14%

WP & SP	2010	2011	2012	2013	2014	2015	2016	2017	2018	Inc/Dec	% Variance (2015 vs 2018)
GTA	95,861	104,227	113,495	120,482	124,544	123,853	153,694	195,761	219,287	95,434	77.05%
Pacific	78,875	79,821	87,367	87,527	85,666	85,239	97,499	115,631	130,374	45,135	52.95%
Quebec	42,901	45,728	50,110	51,005	51,085	54,372	64,358	79,485	91,679	37,307	68.61%
Prairie	19,309	18,836	23,316	24,651	21,412	22,279	22,504	26,153	28,205	5,926	26.60%
SOR	8,843	8,928	7,430	6,835	5,491	11,905	13,739	15,167	18,203	6,298	52.90%
Atlantic	2,480	2,572	2,696	3,017	2,736	4,967	6,320	5,988	6,489	1,522	30.64%
NOR	4,758	4,290	4,078	3,899	3,241	3,890	4,234	4,836	5,299	1,409	36.22%
Total	253,027	264,402	288,492	297,416	294,175	306,505	362,348	443,021	499,536	193,031	62.98%





## Study Permits by Department

- Nationally, from 2015 to 2018 IRCC and CBSA experienced an overall increase of 63% in completed and confirmed study permits (SP).



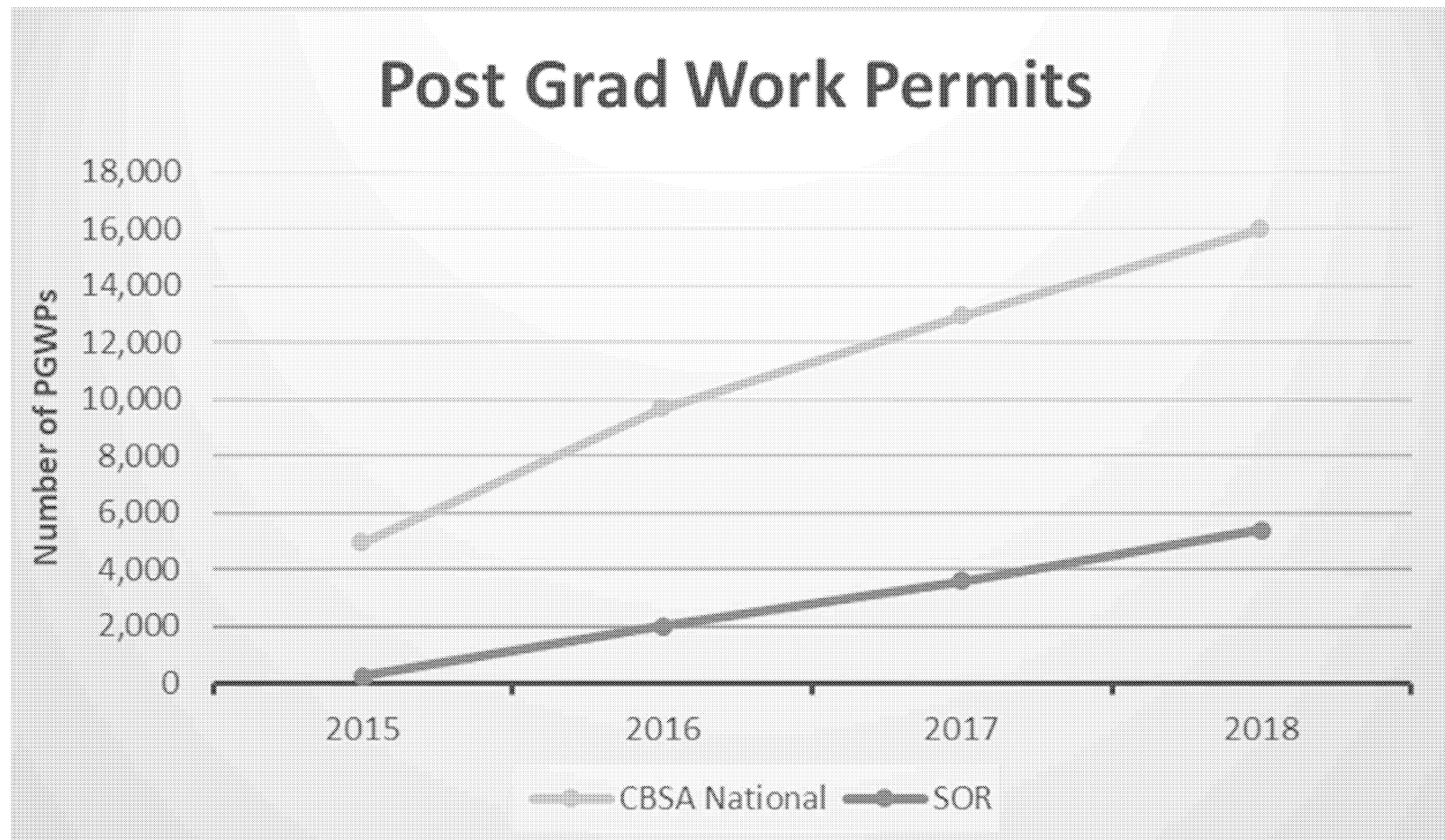


- These annual increases in SPs will most likely result in an increase in PGWP applications in the immediate future.
- As SP durations vary from applicant to applicant, it is uncertain when and where this surge will be realized however, an analysis of PGWPs from 2015 – 2018 provides insight into the ensuing workload that, to some degree, will likely be shouldered by CBSA frontline operations.



## Post Graduation Work Permit (PGWP) Program

- Post Grad Work Permit applicants are individuals who have completed study in Canada and are then eligible to apply to work in Canada under the PGWP Program.
- Though PGWP applicants are already **in** Canada, a substantial number of these applicants attend the POE in order to travel outside of Canada without losing their implied status.
- Nationally, the CBSA processed 15,964 PGWP in 2018 up over 200% from 2015, during which 4,930 PGWP were processed.
- Regionally, SOR processed 5385 PGWP in 2018 up from 217 in 2015.





## Biometric Operational Pressures for PGWPs

- Following the recent implementation of the Biometric Expansion Phase II on December 31, 2018, the processing time for WP documents, including PGWPs, increased by approximately 26 minutes per applicant.
- This is a burden that is not realized by IRCC as inland applicants do not require Biometrics at this time.



## Flagpole Operational Model

- Flagpoling clients are defined as temporary residents who chose the method of leaving Canada for the purposes of turning around and re-entering in order to receive immediate immigration service at ports of entry.
- Specifically, processing of confirmation of permanent residence (COPR), and work and study permit applications made by individuals who currently reside in Canada but choose to travel to the US for the sole purpose of presenting their application at a Canadian POE.
- On June 16, 2017, the Southern Ontario Region (SOR) launched a Flagpole Pilot Project (FPP), which was later transitioned to a permanent flagpole operational model in late Fall 2017.
- The Flagpole Operational Model was implemented in the Niagara and Fort Erie Districts of the SOR and introduced defined service hours for flagpoling clients.



## Flagpole – CBSA Challenges

- The flagpole process, whereby clients temporarily residing in Canada attend the POE for immediate immigration service, places extensive pressure on CBSA regional operations and resources.
- On days when flagpole service must be closed due to high volumes, clients are reluctant to leave the premises; after travelling a distance to the port, they demand service and at times refuse to leave when asked to do so.
- There is an decrease in client satisfaction and a rise in verbal complaints to officers.



## Flagpole – Stakeholder Challenges

- POEs lack large parking areas, travellers arrive in early morning to secure their place in line and a large number of individuals are encountered numerous times if large volumes prevent same day processing.
- All ports in the Buffalo Field Office area of responsibility are utilizing expedited procedures





## Flagpole – Risk to Clients

- By continuing to allow flagpoling clients to attend POEs for immigration facilitative services, the GoC is placing these clients at risk. The operational reality of a POE is that not all travellers are low risk and those individuals co-mingling with flagpoling clients, possess an unknown level of risk.
- Additionally, clients who flagpole are required to enter the US and request US Customs and Border Protection (CBP) issue documentation to return them to Canada.
- This may mean that travellers are processed as if they are entering the country and are subject to screening requirements and scrutiny that could mean they are inadmissible for entry to the US.



- SOR is committed to modernizing border management by streamlining and simplifying the border experience. This includes re-examining and reinventing the way that low risk facilitative IRCC functions have historically been performed.
- By leveraging technology and automating the issuance of controlled documents via in-Canada offices/kiosks, the Agency will mitigate identified risks and challenges.
- Moving toward a model that utilizes resources efficiently to modernize service delivery.



## Closing Comments

- The CBSA recognizes its mandate to support global migration and growth on behalf of the GoC, while balancing priorities of safety and security.
- With the Agency's current transformational agenda, the time is opportune for advancing innovative approaches to modernizing the immigration program in support of effective border management.
- The SOR is identifying ways to transform current processes and reshape business at the frontline and welcomes the opportunity to lead this change initiative for the Agency.



# Questions?

Christine Durocher  
A/Regional Director General  
Southern Ontario Region



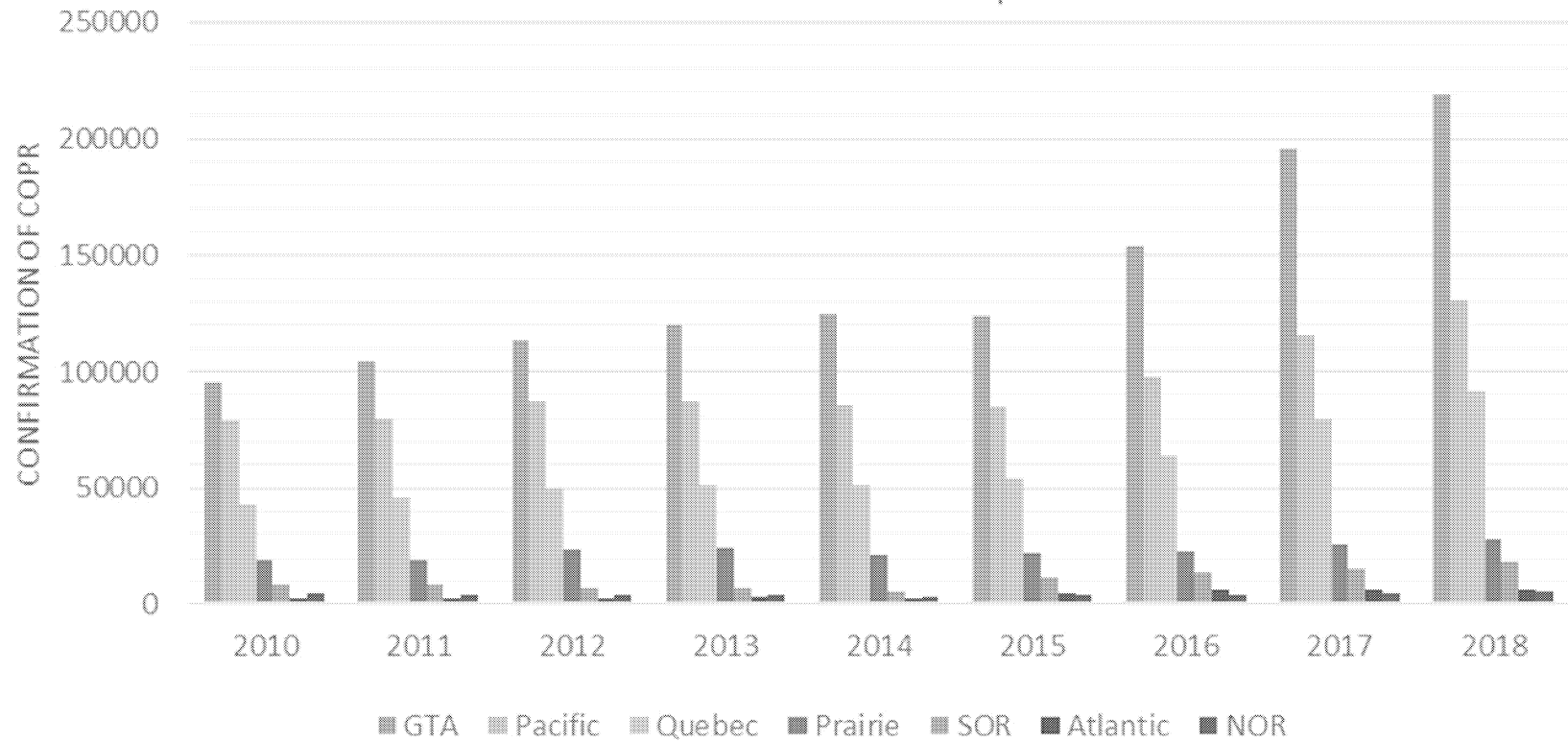


## Additional Charts

(All data is the same, just presented in a different format)

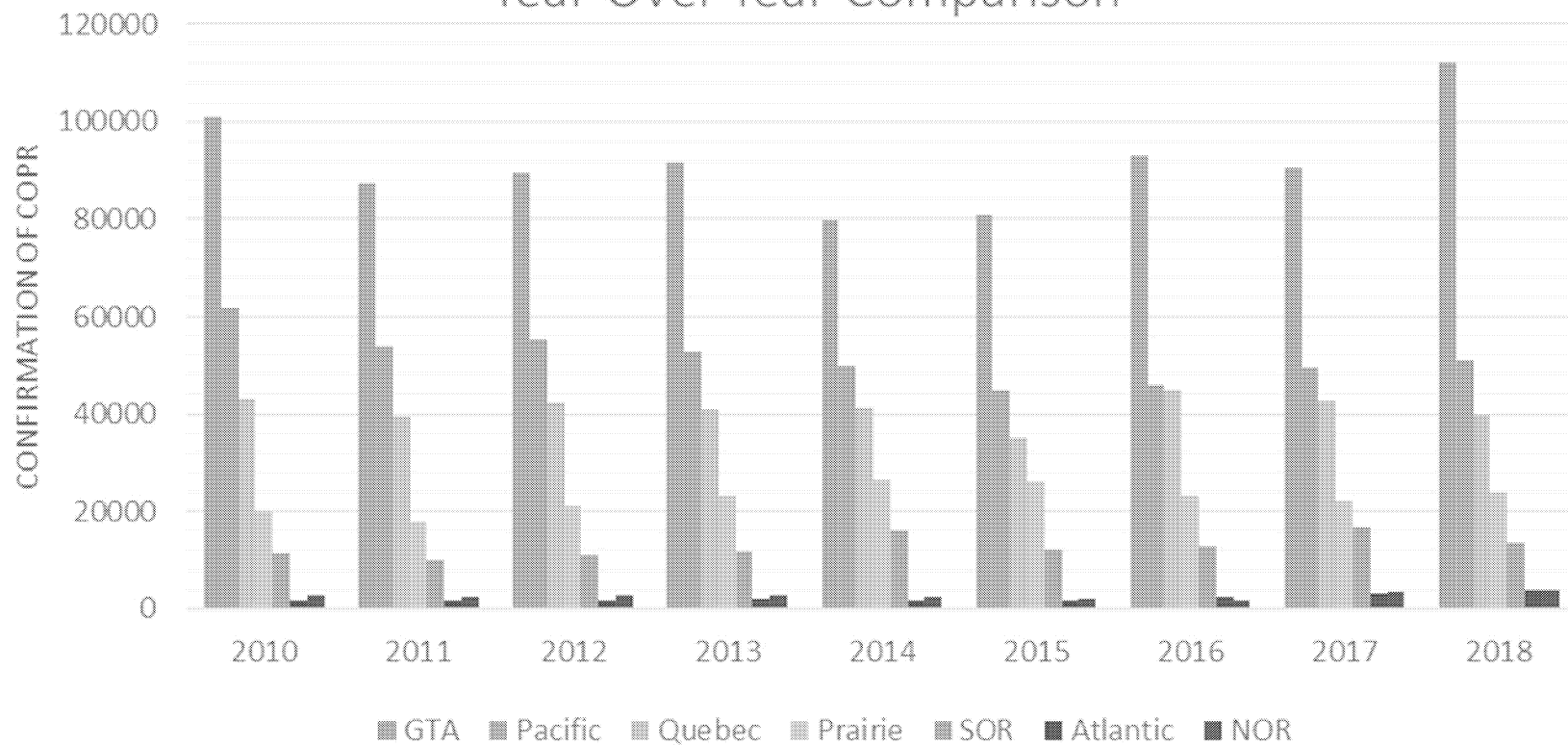


## CBSA - Work and Study Permits Year Over Year Comparison





## CBSA- COPRs Year Over Year Comparison



## Clarke-Okah, Nana

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**From:** Gartner, Lori  
**Sent:** October 21, 2019 11:47 AM  
**To:** Badour, Dan  
**Cc:** INNOVATION / INNOVATION (CBSA/ASFC)  
**Subject:** RCMP Challenge Radar detection at the border  
**Attachments:** Radar Challenge.pdf

Dan, I was on a call last week with the Innovation Solutions Canada Program and the RCMP is looking at launching an ISC challenge in the coming months to look for a radar system that can track movement at the border for the purpose of gathering data on border patterns. Tony Mungham thought you may be interested in this type of challenge. The RCMP would be the lead for the challenge however we have been looking for opportunities for CBSA to partner with other departments to look at experiments on new innovative solutions. Tony thought you were looking at something related to this in your region so if interested, can you direct me to someone in your region to see if this is a good fit for CBSA to partner with the RCMP.

### RCMP Brief Description

*As for the challenge it is for the border challenge and we typically use small portable radar kits in the land, air and marine domains between the POE's along our vast border. As you may know, each domain has its own radar deployment kit challenges but their common thread on the back end*

*is lacking in alot of the radar products we use. As well, there are very few companies that may try to do this type of automated processing however are extremely expensive and limited in features we need. We are looking for a cost effective software analysis tool that can take an inexpensive radar and its feed and off load manual 24/7 Radar track Monitoring and manual track analysis work. Yes companies have alot of geospatial "geo-fence alarms" goes far beyond that and for a reasonable price.*

I am also looking within HQ and see if there is any program that is interests however I wanted to start with your interest first. Let me know if this is something you think your region would like to be involved in and I connect your people to the RCMP leads. I've attached the draft description of the challenge for reference.

Lori Gartner  
 Senior Advisor, Innovation Team  
 Chief Transformation Officer Branch  
 Canada Border Services Agency/Government of Canada  
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 Cell:  
 Conseillere principe, Equipe Innovation  
 Dirigent principal de la Transformation  
 Agence des services frontaliers du Canada/Gouvernement du Canada





Government  
of Canada

Gouvernement du  
Canada

## Innovative Solutions Canada Challenge Template

<b>1. Challenge title</b>	
Create Analytical tools for Marine, Land, Air Radars	
<b>Challenge title (French Translation)</b>	
<b>2. Department</b>	
Royal Canadian Mounted Police (RCMP)	
<b>3. Official responsible for the challenge</b>	
<b>Name</b>	<b>Title</b>
Erika Sheridan	Director
<b>4. Contact information</b>	
<b>Telephone number</b>	<b>Email</b>
(613) 949-6483	erida.sheridan@rcmp-grc.gc.ca
<b>5. Official responsible for communications in your department.</b>	
Note: this person will not be contacted until the challenge is finalized and ready to be posted on the ISC website.	
<b>Name</b>	
George Hawkins	
<b>Telephone number</b>	<b>Email</b>
(613) 843-4809	george.hawkins@rcmp-grc.gc.ca
<b>6. Financial instrument to fund the challenge</b>	
A contract or a grant can be used to fund the research and development (R&D) of a solution that responds to an ISC challenge. All departments may use contracts, however, only those that have obtained the necessary Treasury Board authorities may use ISC grants. If you are unsure if your department has access to an ISC grant please contact the ISC Secretariat.	
<b>Identification of appropriate financial instrument</b>	
To help the ISC Secretariat understand which financial instrument is best suited for your challenge, select the statement that best describes why you are considering an ISC challenge:	
<input type="radio"/> My department would like to address a gap in the commercial marketplace but would not likely procure the solution.	
<input checked="" type="radio"/> My department has a specific operational challenge and would be open to procuring an innovative solution and incorporating it in our operations and/or delivery of services to Canadians.	
<b>7. Maximum funding available for a small business in Phase 1:</b>	
_____	
A department can reward up to \$150,000 for up to 6 months to a small business to support work in Phase 1. However, if it wishes to potentially fund multiple businesses (i.e., 3 or more) in Phase 1, it may wish to lower this amount.	
<b>7a. Maximum time for completing a Phase 1 project:</b>	
_____	
<b>8. Maximum funding available for a small business in Phase 2:</b>	
_____	
A department can reward up to \$1 million for up to 2 years to a small business to support work in Phase 2. However, if it wishes to potentially fund multiple businesses (i.e., two or more) in Phase 2, it may wish to lower this amount.	
<b>8a. Maximum time for completing a Phase 2 project:</b>	
_____	
<b>9. Anticipated Travel</b>	
Please indicate if any travel is expected of small businesses and the location. For example, a department may wish to meet with a small business at the start of Phase 1 and at the conclusion in the National Capital Region. <i>(maximum 1500 characters)</i>	
Travel at the startup and conclusion of the project would be expected in both Phase 1 and 2. This would include travel to witness any testing or device/product demonstrations.	

## 10. Challenge Statement Summary

Please write in one sentence what the challenge is seeking. (maximum 300 characters)

A means to easily and cost effectively review radar data.

## 11. Challenge Statement

Describe in one or two paragraphs the problem facing your department/agency and what the challenge should resolve. (maximum 1500 characters)

Collected radar data can be considered "big data" for most organizations. Even a single day of data quickly reach the limits of common system resources making analysis difficult, too labour intensive and not cost effective. Yet there remains a need to provide useful, actionable information to assist response decision making when using radar technology.

## 12. Marketplace Scan

Has your Department/Agency done a marketplace scan to see if a solution is already available in the marketplace to address your challenge and/or solicited or contracted for a similar requirement within the past 2 years? If so, please describe what your findings were and why it did not meet your needs. ISC is designed to support early stage R&D. It is not intended as a tool to seek minor adaptations or customizations of existing commercially available products or services. For more information, read the definition of Innovation in the ISC glossary." (maximum 3000 characters)

Most commercial radar systems are set up to monitor radar in real-time Commercial Geographic Information System companies were reviewed and none appear to have any current solutions. A literature review of academic journals and articles was also conducted in case a low cost solution had been missed.

## 13. Desired Outcomes

(At least one of the following is required). Describe the outcomes that you require the solution to meet (eg. Safe, affordable, low emissions, scalable, automated, digital, integration with other systems, can be used in specific climates, etc.).

- Use a bulleted list of desired outcomes
- If there are mandatory outcomes that the solution needs to meet, please indicate these under the Essential Outcomes heading. Solutions that do not meet all mandatory outcomes cannot be selected for a contract/grant
- If there are outcomes which are "nice to have" but are not mandatory, indicate these under Additional Outcomes heading
- Try to provide quantifiable outcomes

### a.) Essential Outcomes (maximum 3000 characters)

### b.) Additional Outcomes (maximum 3000 characters)

## 14. Background & Context

Please describe the background to your problem. This may include:

- Elaborating on what is currently being done to address the problem but is not working and why (e.g., labour intensive, costly, energy inefficient, time consuming, etc.)
- Links to relevant reports published by the Department/Agency or partners (links must be publicly available).
- Information on what is the state-of-the-art of existing technologies related to your problem.
- Whether the government has made commitments to address the problem.
- Potential leadership opportunities for Canada if other international jurisdictions are facing the same problem. (maximum 3000 characters)

Currently employed radar systems are monitored real-time, The system captures data in approximate 10 second intervals, creating very large, complex data sets. It is a challenge to determine which radar tracks are of interest it truly is a "needle in a haystack". The use of commonly employed methods of analysis is too labour

### CONTACT

For questions, please contact:

Milan Konopek  
milan.konopek@canada.ca  
(613) 286-5685

## Clarke-Okah, Nana

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**From:** Badour, Dan  
**Sent:** August 14, 2019 03:00 PM  
**To:** Robertson, Linda; Marcuzzi, Mima; Allard, Tamara  
**Cc:** Newby, Joshua  
**Subject:** RE: Monthly Detention Compliance Review

OK, sorry – I thought this was part of a new review.

### Dan Badour

Interim Executive Director / Southern Ontario Region  
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**From:** Robertson, Linda <[Linda.Robertson@cbsa-asfc.gc.ca](mailto:Linda.Robertson@cbsa-asfc.gc.ca)>  
**Sent:** August 14, 2019 2:59 PM  
**To:** Badour, Dan <[Dan.Badour@cbsa-asfc.gc.ca](mailto:Dan.Badour@cbsa-asfc.gc.ca)>; Marcuzzi, Mima <[Mima.Marcuzzi@cbsa-asfc.gc.ca](mailto:Mima.Marcuzzi@cbsa-asfc.gc.ca)>; Allard, Tamara <[Tamara.Allard@cbsa-asfc.gc.ca](mailto:Tamara.Allard@cbsa-asfc.gc.ca)>  
**Cc:** Newby, Joshua <[Joshua.Newby@cbsa-asfc.gc.ca](mailto:Joshua.Newby@cbsa-asfc.gc.ca)>  
**Subject:** Re: Monthly Detention Compliance Review

Denise raised these issue on the ops call a month ago, along with the handout with picture templates on what needs to be completed.

Sent from my BlackBerry 10 smartphone on the Bell network.

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**From:** Badour, Dan  
**Sent:** Wednesday, August 14, 2019 2:48 PM  
**To:** Marcuzzi, Mima; Allard, Tamara; Robertson, Linda  
**Cc:** Newby, Joshua  
**Subject:** RE: Monthly Detention Compliance Review

Can we circle back to an upcoming OpsCall and have it presented from the Enforcement WG

### Dan Badour

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**From:** Marcuzzi, Mima <[Mima.Marcuzzi@cbsa-asfc.gc.ca](mailto:Mima.Marcuzzi@cbsa-asfc.gc.ca)>  
**Sent:** August 14, 2019 2:17 PM

**To:** Allard, Tamara <Tamara.Allard@cbsa-asfc.gc.ca>; Badour, Dan <Dan.Badour@cbsa-asfc.gc.ca>; Robertson, Linda <Linda.Robertson@cbsa-asfc.gc.ca>

**Subject:** FW: Monthly Detention Compliance Review

Good afternoon,

I asked Denise to put together an email regarding the common issues we continue to identify when completing the monthly detention compliance reviews.

For your information and whatever action you deem necessary.

Mima Marcuzzi

Manager, Inland Enforcement / Enforcement & Intelligence Operations  
Canada Border Services Agency / Government of Canada  
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**From:** Dupuis-Grant, Denise <Denise.Dupuis-Grant@cbsa-asfc.gc.ca>

**Sent:** August 14, 2019 12:02 PM

**To:** Marcuzzi, Mima <Mima.Marcuzzi@cbsa-asfc.gc.ca>

**Subject:** Monthly Detention Compliance Review

Good day Mima,

After reviewing the detention documentation for just over 7 months, it is evident where some attention needs to be addressed. Here is a list of common and frequent errors being performed by the officers:

- The POE continues to use the old version of the BSF561 – Notice of Arrest. It has been recommended that officers facilitate the forms from Apollo as common practice.
- The carbon copy of the Vienna / Rights to Counsel is still being utilized. These were to be removed and destroyed from all Immigration offices a while back. Again, same suggestion as above, use Apollo. The Vienna is continuously missing the address of the consulate, the checked box of the detained or release and signatures.
- The Order for Detention sporadically misses the language being used with the client. Otherwise good.
- The BSF508 – Review of Detention by officer lacks a signature quite often. This officer is not making reference to the physical contents of the file for accuracy or completeness. The narrative that is to be disseminated does not include this information and is sometimes non-existent.
- The NRAD, on most accounts, is being done correctly. A few occasions missing signatures and the initial assessment check box but overall not bad.
- The Medical detainee form is commonly incomplete. Officer's forget the checked boxes throughout the document and use N/A as answers when a comment would be needed to clarify a past situation or occurrence.

An overall observation is missing signatures on all and any of the required forms.

NCMS and GCMS are still not common practice with uploading and updating documents.

Any questions or concerns, please feel free to contact me.

Thank you,

Denise Dupuis-Grant

Community Liaison Officer / Enforcement & Intelligence Operations / Southern Ontario Region

1250 Walker Rd., Windsor, ON N8Y 4T4

Canada Border Services Agency / Government of Canada

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